

Army and Navy, Unaccompanied Junior Enlisted (E-4 & below) Housing at Walter Reed National Military Medical Center

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Executive Summary

The purpose of the study reported herein was development of a process to evaluate and enhance integration of non-clinical services during the consolidation of the National Naval Medical Center (NNMC) and Walter Reed Army Medical Center (WRAMC) into the Walter Reed National Military Medical Center (WRNMMC). Consolidation was directed by the 2005 Base Realignment and Closing (BRAC) Commission.

A parallel objective was to apply this method to identification and assessment of the preferred alternatives for meeting the needs for unaccompanied, permanent party, junior enlisted military accommodations at the integrated facility (future end-state). This approach could be applied to consolidation of other non-clinical services. The team developed questionnaires and a survey to obtain data; interviewed facility/housing experts (e.g., from Naval District Washington (NDW), NAVFAC, and the two Commands); identified attributes and housing alternatives; identified applicable policies; analyzed the data; assessed pros and cons for each alternative; identified the preferred alternatives; and documented the conclusions. The team ruled out changing Service policies or providing lodging at WRAMC.

The team concluded the following regarding unaccompanied, permanent party, junior enlisted military accommodations:

- WRAMC and NNMC policies/culture differ on the mandatory use of on-base barracks.
- Where personnel are currently residing (on or off base) is not wholly consistent with the stated policies or preference of the respective Commands
- Availability (supply) of on-base barracks is significantly less than demand at both facilities
- WRAMC practice for mandatory use of on-base barracks differs from the spirit of longer-range DOD, Army, and Navy quality of life, retention, and housing improvement initiatives that promote privatization and market standard accommodations. Current concepts for existing quarters renovation at NNMC may not be in step with longer range DOD initiatives for use of privatized sources, and improved quality of housing and appointments.
- Surveyed WRAMC, NDW, and NNMC personnel preferred on-base quarters over current the NNMC preference or need for individual service members to secure accommodations in local retail markets.
- Determination of final, out-year junior enlisted staffing levels for the integrated facility, and estimation of the number of service members requiring (on-base) housing, is needed in the near term to focus planning, decision making, and budgeting.
- The timeline for military construction planning and budgeting for new or renovated quarters, on NNMC, or concept exploration of alternate (e.g., private) funding sources, requires establishing in FY06 a joint policy for WRNMMC, or clarifying that policy differences will remain for Army and Navy service members.
- None of the assessed alternatives offers a common solution meeting all desired outcomes or constraints identified by the Commands, survey respondents, or the Rx team.
- New, market-standard, on-base barracks constructed on the perimeter of the NNMC grounds (that are potentially severable if desired in the future), with BRAC-specific, or general Navy or Army, Military Construction (MILCON) funds, is the likely best alternative.
- A viable backup solution is funding the new barracks via a public/private venture business agreement consistent with the Military Housing Privatization Initiative. This option requires

a fundamental paradigm/culture shift regarding military control of the space; however, the privatization initiative reduces MILCON and long-term operations and maintenance (government) funding requirements.

1. Introduction and Background

Focus of This Study

The Rx Consulting Team concluded that the BRAC Commission action provided an opportunity to assess implications of the directive on a key functional area of the affected facilities. Substantial effort will be needed to successfully combine WRAMC and NNMC. Since considerable attention is already being devoted to the methodology to fully integrate medical specialties necessitated by the BRAC Commission recommendation, our team elected to assess candidate non-clinical services. Possible focus areas included administrative functions such as logistics and finance, information technology, public outreach, library and reference access, purchasing/contracting, base transportation, lodging for patients (and their family members) who are not inpatients but undergoing on-going treatment, and military staff accommodations.

The selected area for evaluation is military staff accommodations for unaccompanied, permanent party, junior (E-4 and below) enlisted personnel. Junior enlisted billeting/housing was chosen because it was not addressed in the BRAC Commission data calls, it involves a sizeable population from each Service, and DoD and Congress have identified adequacy of military housing as an opportunity for improvement over the past few years.

The team also collected data (see attachment C) regarding housing for outpatients undergoing continuing treatment. Further development of this subject was judged to be outside the scope of the project. However, methodology and findings from the junior enlisted housing assessment convey due to the similarity of issues and policy.

The Medical Centers

The National Naval Medical Center (NNMC) is located at 8901 Wisconsin Ave., Bethesda, MD. NNMC provides quality primary and specialty care to service members, family members and retirees, graduate medical and dental education, professional development for all staff members, and base operating support to tenant commands located on the NNMC compound. NNMC and its branch health clinics serve more than 640,000 outpatients every year. The NNMC inpatient facility supports an average daily census of 119, and serves as the President's Hospital. The current Commander of NNMC is Rear Admiral Adam M. Robinson, Jr.

The Walter Reed Army Medical Center (WRAMC) is located at 6900 Georgia Avenue, NW, Washington, DC, less than eight miles from NNMC. The original hospital opened on May 1, 1909. WRAMC is the hub of the Walter Reed Health Care System that provides comprehensive health care for more than 150,000 soldiers, other service members, family members, and retirees in the National Capital Area. WRAMC has a daily average census of 189 inpatients, and provides care to nearly 3,000 outpatients each day. The current Commander of WRAMC is

Major General Kenneth L. Farmer, Jr. He also serves as the North Atlantic Regional Medical Commander.

The Issue: BRAC Commission-Mandated Consolidation

The 2005 BRAC Commission directed the merger based on their identification of excess medical treatment capacity at the two facilities. Integrating the NNMC and WRAMC organizations will involve both physical and cultural adjustments. NNMC and WRAMC each have their own regulations and policies that lead to differing approaches to the same functions, in both the clinical and non-clinical areas. For example, the Navy has focused on meeting the housing needs of its junior, unmarried enlisted personnel by obtaining Congressional authorization that allows the respective personnel to receive and use Basic Allowance for Housing (BAH) to obtain housing in the civilian market. This practice is utilized at NNMC, whereas WRAMC requires the use of available base barracks by its unmarried, junior enlisted, service members. The consolidation of NNMC and WRAMC will require identifying the housing needs (e.g., number of beds/rooms) of the integrated junior enlisted military staff, setting joint standards for size and appointments, and then determining the optimum approach or approaches to fulfilling the needs.

The 2005 BRAC Commission report stipulates realigning Walter Reed Army Medical Center as follows:

Relocate all tertiary medical services to National Naval Medical Center, Bethesda (NNMC), MD, establishing it as the Walter Reed National Military Medical Center Bethesda...

This recommendation will:

Transform legacy medical infrastructure into a premier, modernized joint operational medicine platform. This recommendation reduces excess capacity within the National Capital Region (NCR) Multi-Service Market (MSM: two or more facilities collocated geographically with “shared” beneficiary population) while maintaining the same level of care for the beneficiaries...

The end-state vision of the NCA [National Capital Area] DCS will be one unified military health care system with two jointly staffed inpatient facilities, a tertiary care, academic facility at Bethesda and a large community hospital at Fort Belvoir. The northern campus will serve as a worldwide referral center for casualty and beneficiary care. It will be the principal site for NCA graduate medical education (GME), research, and executive medicine.

Establish the Walter Reed National Military Medical Center (WRNMMC) at Bethesda, as a 300-bed Medical Center with the full range of intensive and complex specialty and subspecialty medical services, including specialized facilities for the most seriously war injured...

WRNMMC will combine two facilities operating at less than full capacity into one fully utilized world-class military healthcare complex. This BRAC recommendation will better leverage both the training capabilities resident in the Uniformed Service University of the Health Sciences and the research leadership of the National Institutes of Health to offer a unique and fully integrated military platform for healthcare, education, and research.

The BRAC Commission validated the Secretary of Defense’s proposal to realign the tertiary care, graduate education, and research elements of WRAMC with those of NNMC in their September, 2005 report to the President, by stating: “The Commission acknowledged Walter Reed Army Medical Center’s rich heritage and earned reputation as a world-class medical center. However, the Commission found that service members deserve a state-of-the-art 21st century medical center and that the Secretary’s proposal would increase military value. The Commission considered the community’s concerns that realigning medical

services will disrupt Walter Reed's mission, but the Commission found that the Walter Reed legacy will be preserved in the plan for the new facility and that service members would continue to receive needed medical services during the implementation period. The Commission concurred with the Department's objective to transform medical infrastructure within the National Capital Region".

A considerable portion of the infrastructure and its associated cost involves non-clinical support functions that must be assessed in detail to understand the full financial picture associated with consolidation, and to ensure a successful integration of the two medical facilities.

Military Service Housing Trends

In 1996, Congress enacted the Military Housing Privatization Initiative (MHPI) to help improve the quality of life for its service members by improving their housing. In FY04, Congress provided permanent authority to the DoD to conduct the MHPI. The MHPI was designed and developed to attract private sector financing, expertise, and innovation to provide necessary housing faster and more efficiently than traditional Military Construction (MILCON) processes would allow. The Services are authorized to enter into agreements with private developers, that are selected in a competitive process, to own, maintain, and operate housing and accommodations for unaccompanied personnel via a fifty-year lease. The MHPI business agreements with the private ventures are not conventional government contracts. The private venture is responsible for upkeep of the accommodations and maintaining standards. The agreements are not rent guarantees. The residences will have a civilian environment and are open to civilian tenants under stipulated conditions.

Over the past five years, the Department of Defense has shown a strong desire to shift housing from government owned and operated facilities to the private sector. The 1999 Annual Report to the President and the Congress by the Secretary of Defense stated:

Approximately 50 percent of the total active force live in military-provided housing. Studies show that quality housing materially improves job performance and satisfaction and improves the retention of quality individuals. In fact, married and single service members continue to rate housing as a top quality of life issue. Since 1996, the Department has placed special emphasis on improving the overall quality of its 297,000 housing units for military families and over 400,000 barracks spaces for single military members... DoD is tapping private sector expertise and capital to speed the revitalization of military housing through the Military Housing Privatization Initiative. Since the initiative's inception in 1996, DoD has laid a solid foundation for housing privatization and is achieving success.¹

One of the Secretary of Defense's top priorities is to improve the quality of life for service members and their families by providing quality affordable military family housing. Two-thirds of DoD's 297,000 existing housing units are in need of extensive repair. Using traditional military construction practices and funding, it would take 30 years and \$20 billion to solve the housing problem. The Department's Military Housing Privatization Initiative, signed into law in 1996, is now an essential tool for solving its housing problem. This initiative enables the Department to decrease its up-front construction expenses and eliminate the operations, maintenance, and management costs that are incurred over the life of traditional housing construction projects. Since 1996, DoD has made significant progress toward the privatization of military housing and plans to accelerate the privatization program in the future. DoD now has solid examples to follow that will help build a portfolio of successes.²

¹ Cohen, William S., Annual Report to the President and the Congress, 1999, Chapter 9; downloaded 7/28/05 from http://www.fas.org/man/docs/adr_00/chap9.htm

² *Ibid.*, Chapter 16, downloaded 7/28/05 from http://www.fas.org/man/docs/adr_00/chap16.htm

In 2000, the Secretary of the Navy stated:

...one-third of married and single Sailors live in government-provided family housing or bachelor quarters... The Department plans to rely primarily on PPVs [Public/Private Ventures] to meet its future housing needs where shortages exist. PPVs also are the first choice for accomplishing whole-house revitalizations or replacements. For example, the Navy is currently pursuing PPV actions in 16 locations involving over 29,000 units.³

In the same year, the Secretary of the Army reported “Other infrastructure-related initiatives include the privatization of utilities and housing at Army installations and the elimination of unneeded buildings in order to free up resources to maintain needed facilities.”⁴

In March 2005, the Deputy Undersecretary of Defense (Installations and Environment) stated:

At the outset of this Administration, the President identified military housing, including housing privatization, as a key component of his Presidential Management Agenda (PMA). From a total of 5,894 units of housing privatized at the end of 2000, DoD has accelerated to 87,512 units privatized today, and plans to privatize a cumulative total of over 185,000 units by the end of 2007. As you may recall, the Administration has tracked the Department’s progress by the Presidential Management Agenda “Scorecard” Administered by the Office of Management and Budget. The Scorecard evaluated DoD in four areas: 1) elimination of inadequate housing units; 2) privatization of housing inventory; 3) average housing costs covered for Service members living in non-governmental housing; and 4) satisfaction of Service members who choose to live in revitalized private housing...

In FY 2003, Congress authorized the Department of the Navy to undertake up to three pilot projects for the privatization of unaccompanied housing. Central to this pilot legislation is the authority to pay BAH to unaccompanied (junior enlisted) shipboard Sailors. Under Section 403, Chapter 7(f), of Title 37, United States Code (U.S.C.), these members are not entitled to receive full BAH. With the pilot unaccompanied housing privatization authority, a mechanism is put in place (junior service members can receive BAH and enter into leasing agreements) to provide the rental income stream needed by the private partner to finance investments in better housing.

The execution of the Navy’s first pilot project in San Diego is underway. The service issued a solicitation for this project in September 2004. The project involves the construction of 700 two-bedroom market-style apartments on Navy-owned land. These apartments will house 1,400 unaccompanied Sailors. In addition, the project includes the privatization of 516 existing unaccompanied housing spaces. Similar to the service’s approach to family housing, the Navy will use an investment approach with the Navy forming a public/private partnership (e.g., Limited Liability Company (LLC)) with a private sector entity. The Navy will invite up to four highly qualified interested parties from the private sector to submit detailed technical and financial proposals. Selection will be made by late spring 2005 and award in January 2006, subsequent to notifying Congress.⁵

Assistant Secretary of Navy guidance of February 25, 2002 states PPV is Statutorily Enabled by 10 US Code 2871-2885. All service members, married or single, are entitled to quality housing. The overarching policy is that Department of Navy will rely first on the private sector for

³ Report Of The Secretary Of The Navy, 2000; downloaded 7/28/05 from http://www.fas.org/man/docs/adr_00/navystat.htm#top

⁴ Report Of The Secretary Of The Army, 2000; downloaded 7/28/05 from http://www.fas.org/man/docs/adr_00/armystat.htm#top

⁵ Grone, Phillip W., Congressional Testimony before the Subcommittee on Military Quality of Life and Veterans Affairs of the House Appropriations Committee, 3/2/05; downloaded 7/28/05 from http://www.acq.osd.mil/housing/ct05_grone.htm

meeting housing needs. Traditional MILCON will be used to construct housing facilities only when privatization is not feasible.

Per discussions with NAVFAC (R. Flansburg) on August 28, 2005, the San Diego unaccompanied housing pilot project (which is now in exclusive negotiation), and a similar project in Hampton, Virginia (which is beyond concept approval and is at the stage of Congressional notification for issuance of a request for private company interest), show that the top leadership of DoD and Navy consider privatization of housing an appropriate option and that they have been strongly moving in that direction.

WRAMC is one of a number of Army installations in the Residential Communities Initiatives (RCI), an implementation of MHPI that offers developers a long-term interest in both land and assets through lease or property transference. GMH Military Housing, LLC, is under contract to construct, own, operate, and maintain the 240 new homes being built at Glen Haven, plus three existing homes at WRAMC during a 50-year lease period. The primary source of revenue for GMH is conveyance of military members' BAH, which will be paid as rent.⁶

The Navy is also actively pursuing other PPVs. A project initiated in the past month (July 2005) involves seven naval installations in 36 communities in the Navy Region Mid-Atlantic and four naval installations and 25 communities in the Naval District Washington Region. The five-year development plan will invest more than \$630 million into the housing resulting in 5,839 quality homes for Navy families throughout the region.⁷

2. Project Objective

The project objective was to propose a method of selecting the preferred alternative for integration of unaccompanied, junior enlisted, military accommodations, and to identify an approach that could be applied to consolidation of other non-clinical functions.

The results of this evaluation will assist the commands in identifying:

- DoD initiatives, and Army vs. Navy Service, or command, policy and/or cultural differences in the approach to providing unaccompanied, junior enlisted housing.
- Other factors that should be considered in selection of alternatives.
- Suitability of outsourcing (i.e., subcontracting) the function.

Fundamentally, the best outcome serves the needs of multiple stakeholders: the personnel needing accommodations, the Command, the Services, the taxpayers, the communities surrounding the medical centers, and the patients or personnel throughout the Army and Navy who are ultimately served by medical professionals assigned to the integrated medical center.

3. Scope

The BRAC Commission recommendation to consolidate WRAMC and NNMCC provided an opportunity to assess means and alternatives to accomplish the merger. There are four functional

⁶ Little, Bernard S., "Groundbreaking marks beginning of privatized housing construction," *Stripe*, 10/8/04; downloaded 7/27/05 from <http://www.gmhmilitaryhousing.com/images/10-8-04.pdf>

⁷ NAVFAC Public Affairs Office, "Navy Awards Largest Public-Private Venture Housing Initiative to Date," 8/2/05; from https://portal.navfac.navy.mil/pls/portal/APP_PAO.SPOTLIGHTFULL_DYN.show?p_arg_names=newsid&p_arg_values=1567#

areas within the medical centers: clinical services, medical/dental education, medical research, and support services. Since clinical services are the main focus of the BRAC Commission recommendation and work towards their integration is currently well underway by WRAMC and NNMC staff members, we believed that we could provide greater value by evaluating another area. Moreover, while the BRAC scenario also addressed, at least to some extent, the educational side of the proposed merger, the BRAC announcement (and detailed documentation) had little to say about non-clinical support services. Accordingly, our team elected to assess support services for further review.

After discussion with the Commanders of WRAMC and NNMC regarding the possible administrative functions that could be evaluated, our team and the Commanders agreed the study would evaluate unaccompanied, permanent party, junior enlisted accommodations and, to the extent our time permitted, outpatient lodging. There was no intent to refute or identify deficiencies in the BRAC Commission determination, although some aspects that were not considered by the commission were identified, most notably that needs and costs associated with accommodating the combined housing needs at the integrated facility were not specifically addressed.

The intent of the team's evaluation was to:

- Assess DoD and Service guidance and initiatives
- Identify policy and practices at existing facilities
- Document current needs, capabilities, and capacities
- Obtain commercial and military housing and facility expert input
- Identify alternatives and key attributes
- Estimate consolidated facility needs
- Obtain command and user preferences
- Develop criteria
- Evaluate alternatives to criteria and constraints
- Prepare a recommendation of how to fulfill end state needs (e.g., consider out-sourcing)
- Document methodology for possible future use

Service and command culture or policy impediments to implementing a consolidated, integrated function will be identified. The desire is to provide a generic template for evaluation of other support functions. The results of the study will be provided to the client. Implementation of the recommendations of the study is at the discretion of the client.

The team did not evaluate the appropriateness of the BRAC Commission recommendations, nor the impact on the quantitative aspects of the BRAC assessment of any data gathered by the team.

4. Methodology

Evaluation Process

The key steps in the Rx Team's evaluation were:

1. Review BRAC documentation.
2. Identify applicable DoD and Service policies and regulations, high-level initiatives, and Command policies and practices.
3. Develop questionnaires to obtain needed data on current capacity and usage, and estimated future needs of the combined facility.
4. Provide questionnaires to WRAMC and NNMCM points of contact to obtain junior enlisted accommodation and patient lodging data.
5. Interview commercial (e.g., consultant for Department of Housing and Urban Development), and civilian and military, facility and housing experts.
6. Develop alternatives, identify attributes, and prepare spreadsheets to assess alternatives.
7. Provide rating survey (spreadsheet) to points of contact to obtain their assessment of importance of various attributes and the rating of each alternative for those attributes.
8. Analyze data.
 - Identify available capacities and current demand (i.e., unaccompanied, E-4 and below population), and estimate consolidated facility demand (i.e., Walter Reed National Military Medical Center unaccompanied, E-4 and below staffing level).
 - Evaluate possible alternatives against expert and user input, and Command preferences and constraints.
 - Assess pros and cons for each alternative.
9. Prepare preliminary evaluation, and document conclusions regarding function integration.
10. Present results to client via briefing and this report.

Constraints

- Military Service policies will not change.
- No new land will be obtained for government use.
- WRAMC's Forest Glen facility has no available land for additional housing facilities.

Assumptions

Assumptions for unaccompanied, junior enlisted accommodation assessment:

- BRAC Commission recommendations regarding WRNMMC are accepted. (The Commission voted to close WRAMC on August 25, 2005).
- Local Command policies may change; it would be beneficial to overall morale if Army and Navy personnel were subject to a uniform command policy.
- WRAMC's current land and facilities are not available for housing use because it would be inconsistent with the Secretary of Defense and BRAC Commission's direction.

- Construction of new buildings on the integrated facility (Bethesda campus) is possible under BRAC. MILCON funding can be made available, and the objective is to complete consolidation by 2011.
- Army MILCON funds might be available to support new construction at the integrated facility.
- Personnel security (i.e., anti-terrorism/force protection (AT/FP)) is a high priority.
- Sailor-to-Shore housing initiatives may provide a relevant model.
- The Navy Lodge (on NNMC grounds) may offer a relevant model.
- WRAMC's use of leased space, or set asides at an off-base commercial (apartment) rental facility), to provide housing during junior enlisted barracks renovation might offer an interim or relevant model
- Approval of BAH for unmarried junior enlisted personnel is an available option.
- Privatized options for unaccompanied housing are viable.
- Any out-sourced accommodations for staff must not require monthly outlays from service members in excess of the BAH, except for usual utilities associated with retail rental housing.
- Personnel commutes should be minimized.
- Location of accommodations must provide ready access to inexpensive, complete meal service (e.g., base housing has base messing facilities, off-base housing has nearby restaurants).

5. Results

Junior Enlisted Housing Supply and Demand

The evaluation team collected data from WRAMC and NNMC on the size of the current unaccompanied, junior enlisted population and the current barracks arrangements, using the list of questions given in Attachment A and follow-up requests for clarification. This data is summarized below.

TABLE 1 - HOUSING SUPPLY AND DEMAND

	WRAMC	NNMC	WRAMC /NNMC Combined	WRNMMC (Integrated post-BRAC)
Current supply (beds)	275	348	623	
Future supply (beds)				383
Demand (junior enlisted staff population)	671	484	1155	992
Percent of population that could be accommodated if housing space is filled	41%	72%	54%	39%
Shortfall (number of beds needed to accommodate entire population)	397	136	533	609

Source: Questionnaires (see attachment A) and follow-up discussions with the respondents for clarification, when needed, of their answers. In addition, the team conducted a number of discussions via telephone and e-mail to review current command practices and service-specific policies concerning the housing of unaccompanied junior enlisted personnel in the National Capital Area. Specifically, the following personnel were contacted: CAPT J. Hedges, NEXCOM; Colonel Jeff Davies, Garrison Commander, WRAMC; LCDR Tamara Maeder, BRAC Coordinator, NNMC; Ms. Carrie Blazek, Head, Northern Operations, NDW; and Ms. Michelle Pindell, Housing Coordinator, WRAMC, Al Bergo, CNI, and Rick Flansburg and Scott Forrest, NAVFAC.

Although the WRAMC policy is to house all unaccompanied, junior enlisted in barracks, there is currently only space for 41% of the population. Although NNMC policy is to encourage obtaining housing in the retail market (after an initial mandatory on-base period), 72% of their unaccompanied, junior personnel live on base. In other words, the current reality does not match either Command's stated preferences. For the combined facility, the NNMC plans for future housing will provide accommodations for only 39% of the estimated WRNMMC unaccompanied, junior enlisted population, less than either facility currently provides. More importantly, a large number of junior personnel, over 600, will be required to find retail housing in the expensive Bethesda, Maryland area; this is more than the number now expected to find off-base housing.

Service and Command Policies

The relevant Army, Navy, and Command policies were reviewed. The team assumed no change in Service policy but that the new consolidated Command would have the flexibility to adjust within Service constraints.

The relevant policies were as follows:

Army: Minimum housing standards for all Army personnel are delineated in Army Regulation 210-50. In Table 4-2 of that document, the minimum standards for permanent party single personnel in the grade E1-E4 are listed as: Grade: E1 through E4 (except E1 recruits and trainees): 90 square feet net living area [per soldier], not more than four per room, central bath. Installation commanders may authorize single soldiers in the grade of staff sergeant (E6) and below to reside off post under any of the following conditions: When adequate housing is not available and military necessity is not a factor, when the soldier is pregnant, or when the soldier has purchased a home near the installation prior to notification of assignment to that installation.

Navy: Navy housing standards, which are similar to those of the Army, are listed in OPNAVINST 11103.1b. Navy requirements for permanent party single sailors (i.e., Bachelor Housing) in the grades of E1-E4 are: 90 square feet net living space [per sailor], not more than four per room, and a central bath. If Bachelor Housing does not have available housing meeting minimum standards of adequacy for their pay grades, then members may request permission to live off-base. Pay grades E-5 and above may refuse government housing and instead draw the Basic Allowance for Quarters (BAQ, now referred to as Basic Allowance for Housing or BAH), at any time.

WRAMC: Per Colonel Davies (transferring Garrison Commander), the recently renovated WRAMC single soldier quarters significantly exceed the Army's minimum requirements, with each unit resembling a modern efficiency apartment containing a walk-in closet, a small dining area, a cook-top stove, microwave, and ¾ size refrigerator.

NNMC: Per Ms. Blazek, North Area Operations Manager for Naval District Washington (responsible for base operating support functions at NNMC), NDW is attempting to adhere to a 1+1 occupancy approach for the NNMC barracks for junior enlisted personnel, although occasionally new staff members arriving after completion of their initial medical training (corpsmen basic school) are required to share a room until a single room becomes available for them. 1+1 refers to one individual per room, with a common bath. The barracks at NNMC, while meeting minimum standards, have not been renovated for several years, and their level of appointment is below that of WRAMC's newly refurbished barracks. Ms. Blazek also noted that NDW barracks' managers, including those at NNMC, allow (and actually encourage) barracks residents to consider applying for BAH after they have been aboard 60-90 days in order to move to off-base (retail) housing.

Alternatives Considered

The alternative of no action was not considered, since the BRAC recommendation was not challenged. The primary alternatives for housing unaccompanied, permanent party, junior enlisted personnel are:

1. On-base barracks*
2. On-base Public/Private Venture*
3. Enhanced Use Lease (Private entity leases land on-base)
4. Off-base accommodations leased and directly paid by the command

5. Off-base Public/Private Venture
6. Off-base lodging obtained by personnel from retail market.

* These alternatives have a variation that could be called “Remote-base” in which the housing facility is located on a government base that is near but not the same location as that to which the personnel are permanently assigned. “Remote-base” alternatives share all the characteristics of “On-base” except for the need for commuting and parking. WRAMC’s Glen Haven Residential Communities Initiative is an example of Remote-base PPV. Because of the reported lack of space at Glen Haven and Forest Glen (WRAMC satellite facilities) and no other close-by, military facilities, Remote-base was not considered further.

General Characteristics of Alternatives

1. On-base barracks are the traditional military housing approach. The government constructs buildings as part of a MILCON project using Congressionally appropriated government funds that are subject to MILCON constraints. Personnel assigned to the barracks forfeit their Basic Allowance for Housing (BAH) for the privilege of receiving base housing (including standard furniture). The government operates and maintains the facility, including paying for utilities and repairs. The government is responsible for renovation costs. Due to higher budget priorities, the condition of these government barracks has often been allowed to decline, leading to personnel dissatisfaction. The oldest housing was built to ascetic government standards, frequently having heavily shared bathroom facilities and lacking air conditioning even in hotter regions of the country. In the early 1990s, there was recognition that 62% of 450,000 housing units for on-base, unaccompanied personnel were inadequate. The estimated cost to upgrade these facilities was \$9 billion over an extended period.⁸ As a result, the DoD has made a concerted effort to upgrade the quality of on-base barracks over the past decades.

Both WRAMC and NNMC have on-base barracks. To wit, WRAMC is just finishing a \$23 million renovation of its 275 room enlisted barracks. NNMC’s barracks were built in 1986 (84 rooms) and 1995 (216 rooms) and have not been renovated.

2. On-base Public/Private Ventures (PPV) involve a variety of government incentives such as conveyance or lease of property, building military housing to commercial standards, direct loans, loan guarantees, and investment (e.g., stock or bond purchase, limited partnership). In a PPV, the private enterprise receives various incentives and obtains a stream of income (via payment of the BAH from those in the housing) in exchange for building new, or assuming control of existing, facilities and operating them. Frequently, the government retains ownership of the land, but the private company owns and maintains the buildings. Each service uses a slightly different model for its PPVs, as allowed under MHPI. Personnel may have the option for direct allotment of their BAH or to receive their BAH and pay their own rent. At least basic utilities at an average usage rate are included, so this is not an additional expense for service members. However, personnel must provide their own furniture and items such as kitchenware.

An important consideration in regard to PPV is that the facility must be treated as commercial space. For example, civilians may live in the facilities jointly with military personnel. The command cannot assign personnel to live in the PPV, even if it is on base. If the command

⁸ Military Housing Privatization Initiative (MHPI) – 101, 3/2004; <http://www.acq.osd.mil/housing/docs/mhpi101.ppt>

doesn't refer service members and if enough personnel do not lease available space, then the PPV contractor may lease/rent space on the open market. This could result in situations where civilians must be allowed on base because they live there, not because they work at the facility. This could raise force protection concerns. Also, the PPV must be treated as commercial space in that no command inspections are permitted.

3. Enhanced Use Lease would permit a private entity to lease on-base land, or buildings, and provide a support function such as housing. This option was not further evaluated based on NAVFAC (Flansburg) input, the lack of precedent for using this type arrangement for housing, and the practice of the government donating land for use in ongoing PPV agreements.

4. Off-base accommodations leased and directly paid by the command uses existing or privately developed and owned buildings in which lodging is rented under government contract. The command pays for the units, avoiding the need for personnel to manage their housing finances. Personnel do not receive BAH. Personnel may commute or the command may provide transportation services.

5. Off-base Public/Private Venture is the same approach as described above (for on-base PPV) except that the land, whether government or developer owned, is not co-located with the facility to which the military personnel are assigned. Therefore, this involves the need for personnel to commute or the command to provide transportation services. WRAMC broke ground for a PPV at its Glen Haven site to start construction of apartments for junior and mid-rank enlisted personnel with families. The apartments will be owned by the newly developed GMH Military Housing, LLC, under a 50-year land lease. Personnel must turn over their BAH to the PPV contractor. Utility costs and furnishings are handled as for on-base PPVs.

6. Off-base lodging obtained by personnel through retail market is the civilian model. Personnel individually obtain and directly pay for their housing. Personnel receive their BAH and can rent, or buy, housing involving monthly payments above, at, or below the BAH rate. This can lead personnel to obtain low-grade housing or over-occupied group housing in an effort to cope with a high-rent market, or to pocket the money left over from the BAH. Also, personnel who have difficulty handling their personal finances may find themselves behind on payments. Usually, utilities are an additional charge, which can be substantial with rising energy costs. Personnel may need to provide their own furniture and other appointments. Also, personnel electing this housing option must commute, often for long distances in order to secure affordable housing in the expensive DC housing market.

Factors in Comparison of Alternatives

A number of factors affect the cost, suitability, and safety of the housing alternatives. These are:

Good personnel security – Force protection considerations increase the value of housing military personnel on an access-controlled base. Also, the need for hospital and support personnel to work all shifts will require staff to commute at all hours for any off-base housing, putting them at increased risk of crime.

Good ability to monitor personnel – Housing on-base allows the command to keep a higher level of leadership oversight on young enlisted personnel, possibly reducing their opportunities to “get into trouble” for involvement in the typical adolescent issues of underage drinking, excess party going, and the like.

High stability (i.e., assurance of availability) – On-base housing will be a fixed, known resource. Off-base accommodations, even when obtained by the command on a long-term lease, are subject to the vagaries of the rental market.

Low cost to government – This reflects overall cost to the taxpayer. Differences involve construction cost and BAH payments, in addition to command-only costs such as maintenance and utilities.

Low cost to command – Since command costs are associated only with maintenance of on-base structures or of command-paid leases, not all of the cost to the government is borne by the command and the amount varies with alternatives.

Close proximity (i.e., commute) – On-base housing will require at most a base shuttle. Even relatively close off-base lodging will require personnel to commute, resulting in lost personal time and increased costs.

Good flexibility (i.e., adapt to staff changes) – The converse of stability, rental arrangements can include provisions (e.g., termination clauses) that allow the command to rapidly reduce or increase its capacity.

Meets service/command policy – As discussed above in the Introduction and Background, the DoD has been emphasizing improved housing and also PPVs under MPHI but the Army and Navy have somewhat different approaches to unmarried junior enlisted housing. While service policies are similar on paper, the Army continues to invest in barracks construction/renovation in the National Capitol Area for junior enlisted personnel, while it is anecdotally reported that the Navy is “getting out of the housing business” through the use of PPVs and expansion of BAH authorizations for junior enlisted personnel.

Good supportive/social atmosphere for personnel – Personnel in on-base or command-paid, group housing will have the ability to develop supportive relationships with other staff members. Those in individual rental units would be largely isolated unless they purposely sought out after-hours social contacts with others assigned to the command.

Good access to suitable mess/dining facilities – The military has the responsibility to ensure its personnel have access to nutritious, reasonably-priced food. On-base facilities can be situated and run to meet this requirement. Staff living off base will, out of necessity, need to cook for themselves or dine out, with the potential for increased out-of-pocket costs and poorer nutrition.

Reduced need for on-base parking - Assumes that parking for personnel living on base is in keeping with the regional planning commission parking stipulations for federal facilities.

The assessment and relative weighting of the alternatives against specific criteria are shown in Table 2, below, followed by a discussion of what considerations drive a ranking to be high for each criterion. The table and explanation of ranking criteria was provided to command representatives in spreadsheet form. In Table 2, each of the criteria is assigned a weight and each housing alternative is rated from 10 (best) to 0 (worst). The product of the weight and the rating for each criterion is given in the Score column for that alternative. Where the alternative received the top score for that criterion (i.e., row), the Score box is green. Where it received the lowest score, the Score box is orange [for black & white copies, these are also shown in light italics]. The bottom row is the summation of scores for each housing alternative; where green is again the best and orange [Italics] the worst.

TABLE 2 – COMPARATIVE SCORING OF ALTERNATIVES, SURVEY RESULTS

Attribute	Weight Factor	On-base barracks		On-base PPV		Off-base command paid		Off-base retail		Off-base PPV	
		Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Good personnel security	5.0	8.8	44.0	8.8	44.0	5.5	27.5	3.8	19.0	4.8	24.0
Good ability to monitor	3.8	7.6	28.9	7.0	26.6	4.8	18.1	1.0	3.8	4.6	17.5
High stability	2.8	7.4	20.7	6.6	18.5	6.5	18.2	4.4	12.3	5.2	14.6
Low cost to government	2.8	4.8	13.4	5.8	16.2	4.0	11.2	5.0	14.0	3.8	10.6
Low cost to command	3.0	5.0	15.0	6.4	19.2	2.3	6.8	6.0	18.0	6.2	18.6
Close proximity (i.e., commute)	4.2	8.2	34.4	8.2	34.4	3.3	13.7	2.8	11.8	3.2	13.4
Good flexibility	2.8	5.2	14.6	4.0	11.2	5.5	15.4	6.0	16.8	5.0	14.0
Meets service/command policy	4.2	7.0	29.4	7.6	31.9	7.3	30.5	5.2	21.8	6.6	27.7
Good social atmosphere	3.4	8.4	28.6	8.2	27.9	6.3	21.3	1.8	6.1	5.2	17.7
Good access to mess/dining	3.0	6.8	20.4	6.0	18.0	4.8	14.3	4.8	14.4	4.6	13.8
Reduced need for on-base	3.8	6.8	25.8	7.0	26.6	5.8	21.9	5.0	19.0	5.0	19.0
TOTAL			275.2		274.6		198.6		157.0		190.9

Higher value is preferred.

Explanation of Rating of Attributes:

Good personnel security – A high rating indicates good personnel security.

Good ability to monitor personnel – A high rating indicates ability to provide oversight.

High stability (i.e., assurance of availability) – A high rating indicates a high level of assurance that the capacity will remain available when the command needs it.

Low cost to government – A high rating indicates low cost to the government.

Low cost to command – A high rating indicates a low cost to the command that would need to be paid from the command budget.

Close proximity (i.e., commute) – A high rating indicates that housing is located in close proximity to the Bethesda campus.

Good flexibility (i.e., adapt to staff changes) – A high rating indicates that the command has the ability to shed unneeded capacity without significant cost.

Meets service/command policy – A high rating indicates that the alternative aligns with service and command policies.

Good supportive/social atmosphere for personnel – A high rating indicates that the alternative offers this environment.

Good access to mess/dining – A high rating indicates ready access to affordable, quality food service.

Reduced need for on-base parking – A high rating indicates reduced need for additional on-base parking.

Comparison of Commands' Rankings

Table 2 above shows the on-base alternatives are tied for the top choice and off-base retail as the clear last choice. The table is based on an average of the responses received from WRAMC and NNMC. Since there was one response from WRAMC and four from NNMC, a comparison of the Army to Navy views was also made:

- In the weighting factors, the WRAMC responder viewed Good Ability to Monitor Personnel and Good Stability as considerably more important, and Meets Service/Command Policy as less important than the Navy responders.
- For rankings, the WRAMC responder was much more positive regarding
 - Low Cost to Government and Access of Mess/Dining of on-base barracks and PPV
 - Low Cost to Command of on- and off-base PPV and off-base retail.
 - Meets Service/Command Policy for all off-base command alternatives.
 - Reduced Need for On-base Parking for all alternatives.
- The WRAMC responder was much more negative in ranking
 - Low Cost to Government of off-base retail.
 - Low Cost to Command of on-base barracks.
 - Good Flexibility of either on-base alternative.
 - Good Personnel Security of off-base retail.
 - Close Proximity for any off-base alternative.

See the last spreadsheet in attachment B for numerical details and the difference between the WRAMC responder and the average of the four NNMC responders.

Our team noted that some of the survey responses conflicted with service or command policies identified in other discussions, e.g., Navy respondents preferred housing to be on-base. Also,

- The Army emphasizes keeping unaccompanied junior enlisted personnel on-base.
- The Navy and NNMC have been stressing privatizing housing.
- Both the Army and the Navy have been increasingly pursuing PPV for housing for other personnel populations (e.g., married enlisted personnel).

The team had some concern that the survey responders might have misunderstood some aspects of the various housing alternatives and might not be fully aware of the latest services and command policies. Therefore, we performed our own weighting/ranking using the same spreadsheet. The results are summarized in Table 3 below and are similar to the conclusions of the survey average, except that on-base barracks gains a considerable advantage over on-base PPV. This is mostly due to a clearer understanding of the constraints of command inspections and non-exclusive (i.e., availability to civilians) use of on-base PPV housing.

TABLE 3 – COMPARATIVE RATING OF ALTERNATIVES BY Rx TEAM

On-base barracks	On-base PPV	Off-base command paid	Off-base retail	Off-base PPV
278.2	248.6	208.0	160.4	185.4

Considerations

Although inherent in the various attributes used for rating the alternatives, the following specific factors need to be kept in mind in any decision on how to provide unaccompanied, permanent party, junior enlisted housing at the combined facility.

- Funding Source – MILCON (appropriated), PPV (mostly private source): availability within budget, timing of availability, constraints on how project is managed.
- Consolidation: Physical arrangement (i.e., will separate and dispersed buildings be used to meet needs in a patchwork arrangement, or will a consolidated building or campus area be developed for Navy and Army personnel)?
- Integration: Will Army and Navy personnel share a combined/consolidated facility (commingle or be separated in some manner); Administration by Army, Navy, or a combined Command.
- Common Policy: Which is the best fit to the Army's and Navy's different approaches, and is a common policy required?
- Availability to Civilians – PPV: Per current PPV stipulations, available space can be leased to civilians.
- Renovate vs. New – Market Standard: Are there existing facilities that can be renovated economically? If new buildings are constructed, are they built to military standards or commercial standards? This affects not only the construction process and costs but also the appointments made available to residents.
- Appointments – 1+1, 1+1 E (Enhanced room and appointments), or 2Bed/2Bath +common shared living space. Would lodging just meet or exceed the minimum requirements for space and shared facilities?
- Equitability – Will the housing provided to an Army service member and a Navy service member be equivalent in all key aspects (e.g., appointments, location, or cost)?

Assessment of Alternatives

On-base alternatives (barracks and PPV) are much more highly preferred by Navy and Army respondents than off-base alternatives, and are nearly tied in their score. The top scores for all but one of the 11 attributes are associated with on-base alternatives. The emphasis on security, oversight of junior personnel, lack of commute, and a social environment push on-base alternatives ahead of all others.

In the view of the Rx Team, the most attractive choice is on-base barracks. This is largely due to the combined facility (market) location, and the ability to meet WRAMC Command policy for requiring use of available on-base housing, and our interpretation of the survey results regarding desire to monitor junior personnel. On-base barracks is not, however, consistent with the Navy's push to privatize housing.

Despite the views of some of the responders to the contrary, on-base PPV has an advantage driven by the reduced cost to the Government. Although response actions under BRAC process facilitates obtaining MILCON funds, on-base PPV has the advantage of leveraging limited, available MILCON funds at project inception and greatly reducing government Base Operating and Support funding needs in the future.

The trade-off for PPV, whether on- or off-base, and its reduction in government/command cost is a loss of 'control' of the rental space and the ability to monitor or inspect spaces or personnel.

An alternative to true off-base housing is a facility located at another military compound that can still provide security, support activities (e.g., messing), and social atmosphere. WRAMC's Glen Haven is an example. Use of WRAMC barracks was not considered as a long-term alternative since the campus is deemed excess by BRAC; however, this facility might provide utility during transition and construction phases pending the ultimate choice in direction regarding construction and the availability of funding to execute. The Glen Haven facility, if land was available for unaccompanied, junior enlisted barracks or housing, might provide a desirable alternative to an on-base PPV at Bethesda.

Off-base accommodations leased and directly paid by the Command have negative considerations such as the potential financial burden of lease (rent) guarantees. This option uses existing or privately developed and owned buildings in which lodging is rented under government contract. The command directly pays for the units, avoiding the need for personnel to manage their housing finances. Personnel do not receive BAH. Personnel may commute or the command may provide transportation services. While this was used as a stopgap measure by WRAMC during barracks refurbishment it is considered undesirable as a long term solution by the ASN, I&E (Navy) and DoD policy makers.

(Sailor-to-Shore initiatives which move unaccompanied, junior enlisted sailors, from accommodations onboard ship, to shore accommodations involves use of MILCON funded barracks on base. As such, this option was not considered separately from the on-base, Command-paid, barracks. New quarters in Naval Station Mayport were visited by one of the team members. The accommodations are more in line with NAVFAC 1+1E designs and the WRAMC renovations. While some aspects of this program/model have relevance to the housing assessments at Bethesda for the integrated facility, consideration should be given to the more current ASN, I&E and NAVFAC preference for residential caliber standards for new accommodations for shore based personnel).

(Navy Lodge has a presence at Bethesda. Navy Lodge is part of NEXCOM. Lodging is provided for transient use. Construction is financed by non-appropriated funds generated by the Navy Lodge system operation (fee for service). This is similar to a commercial business model. There is parallelism to the PPV business case in so far as the rental income stream is adequate for maintenance and upgrades. On the surface, it would seem that the success of this model would suggest government or military management of housing is practical. However, Navy Lodge, by charter, is not involved with service member housing. As such, it was not considered any further as an option or more relevant business model. Focus was instead applied to the DoD and ASN, I&E initiative for use of PPVs.).

Off-base Retail was the lowest scorer. It also has the bottom score for most attributes.

6. Recommendations and Conclusions

A joint policy is needed to ensure fair and equitable housing is provided to each service member, independent of their Service affiliation. This policy should also establish the consolidated facility housing concept (e.g., integration, consolidation, new versus renovation) and appointments/quality standards. These variables will have a pronounced impact on defining construction needs, cost, budgeting and planning. Filing of construction needs (Form 1391) for the combined facility per the BRAC timeline are imminent and suggests that near term action in FY06 is appropriate to align thinking and planning on a go-forward basis.

On-base alternatives have a substantial advantage over off-base options because of good personnel security, close proximity, access to existing base facilities (e.g., messing, gym) and stable availability within the expensive National Capital Area housing market.

For construction of on-base housing, we have been informed that sufficient land should be available for additional buildings at NNMCC, even though plans for consolidation of working functions are not yet established. Based on good monitoring of junior personnel per current Army policy and the potential difficulties with civilian habitation of on-base PPV, the Rx Team recommends construction of new, market standard (e.g., 2bed/2bath plus shared common living and kitchen area), on-base barracks on the Bethesda campus to meet the housing needs of the integrated compounds unaccompanied, junior enlisted, service members.

The command needs to settle out-year construction needs so that cost estimates can be generated, options further assessed, and sources of appropriated funds can be evaluated.

As an alternative, a PPV may be viable, and should be evaluated for financial reasons (e.g., it leverages limited MILCON funding). To do so, we recommend initiation of conceptual & business case studies with NAVFAC. The amount of government funding contribution would be affected by the approach taken with the PPV under the MHPI. Earlier initiation and completion of this study and the viability of the business case will help ensure that this funding is identified as part of the BRAC process. Relevant experience has been gained via pilot PPV project concept studies and business case development for unaccompanied, junior enlisted personnel in San Diego, CA and Hampton, VA. These studies also addressed making PPV housing available for more senior personnel, and geo-separated (married) members.

A population not addressed in our assessment are the students being educated on the NNMCC campus. An assessment of the merits of including this population in our evaluation of a PPV business case was suggested by one of the clients. The Rx Team recommends that the

development of business case and benefits of a PPV option, if pursued, include this population as potential users and beneficiaries (in preference to civilian renters) in conjunction with the junior enlisted personnel.

In conclusion:

- WRAMC and NNMC policies, practices and culture differ on the mandatory use of on-base barracks.
- Where personnel are currently residing (on or off-base) is not wholly consistent with the stated policies or preferences of the respective Commands.
- Availability (supply) of on-base barracks accommodations for unaccompanied, junior enlisted is significantly less than demand at both facilities.
- The current plans for barracks and visitor quarters' (conversion) renovation at NNMC are also insufficient to meet the demand (a 40-60% shortfall exists per current estimates) of the consolidated facility, unaccompanied, junior enlisted population.
- WRAMC practice for mandatory use of on-base barracks differs from the spirit of longer-range DOD, Army, and Navy quality of life, retention, and housing improvement initiatives that promote privatization and market standard accommodations. Current concepts for existing quarters renovation at NNMC may not be in step with longer range DOD initiatives for source (i.e., privatized) and quality of housing and appointments.
- Surveyed WRAMC, NDW, and NNMC personnel preferred on-base quarters over the current the NNMC preference and need for individual service members securing accommodations in local retail markets.
- Determination of final, out-year junior enlisted staffing levels for the integrated facility, and estimation of the number of service members requiring (on-base) housing, is needed in the near term to focus planning, decision making, and budgeting.
- The timetable for military construction planning and budgeting, for new or renovated quarters, on NNMC, or performance of a concept exploration of alternate (e.g., private) funding sources, requires establishing in FY06 a joint policy for WRNMMC junior enlisted housing, or clarifying that policy differences will remain for Army and Navy Service members.
- None of the assessed alternatives offers a common solution meeting all desired outcomes or constraints identified by the Commands, survey respondents, or the Rx Team.
- Qualitative (bounding) cost data as a function of the number of units on new construction barracks or market style apartments is available from commercial or NAVFAC experts but are not reported herein since the final cost estimates for comparable PPV scopes are not yet available. However, the MILCON values are prohibitive and appear to support remarks and initiatives from the SECNAV Facilities Management Panel and ASN, I&E in regards to the need to explore use of private sources of funding. The MILCON cost (>\$23M) to renovate the 275 rooms barracks on WRAMC also underscores this point.
- A PPV offers a business agreement which can significantly leverage limited MILCON funds by a factor of 4-5x, per the results of PPV concept exploration and business case assessments in San Diego, CA and Hampton, VA. Investment of \$23M in government funding in those draft case studies indicates that construction of ~700 new units may be achievable.
- Despite the attractive business case advertised for PPV, construction of new, market standard barracks on-base, on the perimeter of the NNMC grounds (i.e., potentially severable if

desired in the future), with BRAC-specific, or Army or Navy, MILCON funds, is the likely best alternative given the identified Command preferences.

- A viable backup solution is funding of new barracks via a PPV business agreement consistent with the Military Housing Privatization Initiative. This option requires a fundamental paradigm/culture shift in regards to military control of the space; however, the privatization initiative reduces initial MILCON requirements, and long-term requirements for base operating and support (government) funding.
- If a PPV concept study and business case are to be explored, availability of land on the Forest Glen facility should be re-assessed.
- To overcome the cultural paradigm issue associated with an on-base PPV (civilian members co-mingled with junior enlisted members), new concepts such as a partitioned PPV (sizing or cordoning of areas of the facility could be established to ensure full occupancy by junior military members) should be assessed.

7. Glossary

Base Realignment and Closing Commission (BRAC) – an independent government group assigned responsibility to review DoD recommendations for closure and consolidation of facilities and provide a recommendation for approval by Congress.

Basic Allowance for Housing (BAH) – the monthly stipend provided to each service member to pay for housing when the service member is authorized to live outside government provided and controlled facilities. The amount varies with the service member's rank and family situation.

Military Construction (MILCON) – a building project for a specific purpose that is subject to government constraints regarding funding source and building standards.

Military Housing Privatization Initiative (MHPI) – Enacted by Congress in 1996 (with permanent authority given to DoD in FY04) to help improve the quality of life for service members by improving their housing. The MHPI was designed and developed to attract private sector financing, expertise, and innovation to provide necessary housing faster and more efficiently than traditional MILCON processes would allow. The Services are authorized to enter into agreements with private developers selected in a competitive process to own, maintain, and operate family housing and accommodations for unaccompanied personnel via a fifty-year lease. The MHPI business agreements with the private ventures are not conventional government contracts. The private venture is responsible for upkeep of the accommodations and maintaining standards. The agreements are not rent guarantees. The residences have a civilian environment and are open to civilian tenants under stipulated conditions.

National Naval Medical Center (NNMC) – Navy hospital and teaching facility located at 8901 Wisconsin Ave., Bethesda, MD.

Public/Private Ventures (PPV) – The privatization program is a statutorily enabled (10 U.S. Code 2871-2885) alternative to Military Construction Programming. PPV involves a variety of government incentives such as conveyance or lease of property, building military housing to

commercial standards, direct loans, loan guarantees, and investment (e.g., stock or bond purchase, limited partnership). In a PPV, a private enterprise receives various incentives and obtains a stream of income (via allocation of the BAH for those in the housing) in exchange for building new, or assuming control of existing, facilities and operating them. Frequently, the government retains ownership of the land, but the private company owns and maintains the buildings. A NAVFAC point of contact is Rick Flansburg. Contact information is 202-685-9344, and rick.flansburg@navy.mil

Residential Communities Initiatives (RCI) – an Army implementation of MHPI that offers developers a long-term interest in both land and assets through lease or property transference.

Walter Reed Army Medical Center (WRAMC) – Army hospital and teaching facility located at 6900 Georgia Avenue, NW, Washington, DC.

Walter Reed National Military Medical Center (WRNMMC) – the resulting facility at the NNMC site after the BRAC specified consolidation of NNMC and WRAMC.

8. References

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2. Arsenault, *Forging Nonprofit Alliances*, Jossey-Bass, 1998
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4. Cohen, William S., Annual Report to the President and the Congress, 1999, Chapter 9; http://www.fas.org/man/docs/adr_00/chap9.htm
5. Report Of The Secretary Of The Navy, 2000; http://www.fas.org/man/docs/adr_00/navystat.htm#top
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8. Little, Bernard S., “Groundbreaking marks beginning of privatized housing construction,” *Stripe*, 10/8/04; <http://www.gmhmilitaryhousing.com/images/10-8-04.pdf>
9. NAVFAC Public Affairs Office, “Navy Awards Largest Public-Private Venture Housing Initiative to Date,” 8/2/05; https://portal.navy.mil/pls/portal/APPAO.SPOTLIGHTFULL_DYN.show?p_arg_names=newsid&p_arg_values=1567#
10. Military Housing Privatization Initiative (MHPI) – 101, 3/2004; <http://www.acq.osd.mil/housing/docs/mhpi101.ppt>
11. OPNAVINST 11103.1b, Navy Housing Standards
12. P-80, NAVFAC Construction Guidelines, Housing

Other useful links:

- <http://www.huduser.org/>

- <http://www.house.gov/hasc/openingstatementsandpressreleases/107thcongress/01-05-09herdt.html>
- <http://www.acq.osd.mil/housing/mhpi.htm>
- <http://www.huduser.org/datasets/fmr.html>
- <http://www.nahb.org/page.aspx/category/sectionID=113>
- <https://entp.hud.gov/idapp/html/hicostlook.cfm>

9. *Attachments*

- A. Housing Questionnaire Responses
- B. Housing Alternative Spreadsheet Responses
- C. Outpatient lodging data questions

Attachment A

Housing Questionnaire Responses

From R. Fitzgerald 1LT, WRAMC, 2 Aug 05

Enlisted (E-4 and below) billeting at Walter Reed Army Medical Center

1. What are the policies (e.g., must live on-base, must have senior enlisted in building, can live off-base but only under certain conditions) applicable to unmarried, enlisted housing:
 - Implemented by the Army?
 - Army Regulation 210-50, "Housing Management", 26 February 1999 under category (EQ) Enlisted quarters
 - Section 3-36 Authority to live off post b. Installation commanders may authorize single soldiers in the grade of E6 and below to reside off post under the following conditions: (1) When adequate housing is not available and military necessity is not a factor, (2) When a soldier is pregnant, (3) When a soldier has purchased a home near the installation prior to the notification of assignment of that installation
 - Assignment of UPH and use of housing under a unit integrity concept is authorized provided the overall installation occupancy rate does not fall below 95% as determined by the housing manager.
 - Implemented by the command?
 - Per CSM Sosa, all incoming E-5 and below will be required to live in the barracks provided they are unmarried and enlisted.
2. What is the current unmarried staff population E-4 and below?
 - Broken down by male/female and by grade.
 - E-4 and below:
 - Male: 448 soldiers
 - Female: 223
 - On average, for how long is a person in this staff population continuously assigned and present at the command?
 - 1-3 years.
3. What is/was the waiting list to get into government accommodations?
 - Currently there is no waiting list for government accommodations. All incoming unmarried E-5 and below will be required to live in the barracks. Building 14 has been under renovation for over three (3) years. Currently there are 129 individual rooms open for incoming E-5 and below in the Brigade. (68 rooms are currently occupied by Student Company.) A total of 275 individual rooms will be open for full occupation in November 2005.

4. If any estimate has been made of the unmarried staff population E-4 and below for the consolidated medical center been made, what is the estimate?
 - E-4 and below:
 - Male: 448 soldiers
 - Female: 223 soldiers
 - If not, what is the division by major specialty (e.g., medical assistant); this information to be used to estimate consolidated facility population.
5. What housing options are currently available and, for each, what is its
 - Location
 - Building 14 at Walter Reed Army Medical Center
 - Capacity
 - 129 rooms available for move-in now, bringing a total of 275 individual rooms set for full occupancy in November 05. Currently 78 rooms are undergoing renovation and will be available in Nov 05.
 -
 - Capacity factor (average percentage occupied)
 - Currently 68/197 rooms are occupied = 35%
 - Ten (10) Americans with Disabilities Act (ADA) rooms
 - Age (or date of last comprehensive renovation)
 - 1976 date of original construction
 - 2005 last comprehensive renovation
 - Cost to the command
 - if on-base MILCON/renovation cost and FY
Project costs for the Building 14 Barracks Renovation Project are \$23.4 Million.
 - if off-base, lease costs (and, if applicable, any command shuttle costs)
 - N/A
 - if on-base, maintenance
 - There is no maintenance fee associated with this project because it is currently under renovation.
 - if priced separately, utilities
 - N/A
 - other
6. What, if any, arrangements have been made for off-base housing for any military staff?
 - If housing contracts exist, what are their particulars (e.g., term, cost)?
 - The RCI Initiative Liaison Housing Office provides a list of off-post apartments that participate in the Military Set-Aside Housing program, which provides to the tenant such benefits as no/low application fee, no security deposit required, and apartment cost and location to ease the transition to off post living.
 - If WRAMC has any long-term contracts for off-base accommodations, will they be terminated before expected consolidation?

- No contracts will be terminated upon the barracks opening to the junior enlisted soldiers.
7. What, in general, have been problems with current unmarried, junior enlisted lodging (e.g., vandalism, commute time)?
- No accommodations have been available until now (August 2005) for the past (3) years while the barracks has undergone renovation.
8. Have any surveys been performed in the last four years on enlisted personnel lodging satisfaction? If so, please provide results.
- No because the barracks has undergone renovation during the specified period.
9. What considerations, if any, did BRAC document in regards to these two areas?
- a. N/A

From CSC(SW) J. E. Rauckhorst, 1 Aug 05

Enlisted (E-4 and below) billeting at National Naval Medical Center

RDML Robinson has endorsed a small team to review enlisting billeting as it may be affected by the proposed consolidation of Walter Reed Army Medical Center with NNMCMC. The following information is needed to allow the team to determine the process to decide how to provide best accommodations for junior enlisted staff.

1. What are the policies (e.g., must live on-base, must have senior enlisted in building, can live off-base but only under certain conditions) applicable to unmarried, enlisted housing:
 - Implemented by the Navy? [OPNAVINST 11103.4b](#)
 - Implemented by the command? [NNMCINST 11103.4B](#)
2. What is the current unmarried staff population E-4 and below? [353 E-4 and below](#)
[Unmarried in the barracks. Currently 17 E4 married in the barracks, they are authorized to stay if they wish.](#)
 - Broken down by male/female and by grade. [268 Male 102 Female E4 and below.](#)
 - On average, for how long is a person in this staff population continuously assigned and present at the command? [3 to 4 year tours unless they make E5 or a request for BAH is granted.](#)
3. What is/was the waiting list to get into government accommodations? [No waiting list we double our sailors up. Although we are trying to meet the Navy's 1+1 standard, \(one sailor per room, shared head\). We are currently at a 68% 1+1.](#)
4. If any estimate has been made of the unmarried staff population E-4 and below for the consolidated medical center been made, what is the estimate? [Unknown](#)
 - If not, what is the division by major specialty (e.g., yeoman, medical assistant); this information to be used to estimate consolidated facility population. [HM](#)

5. What housing options are currently available and, for each, what is its
 - Location: [BLDG 60/ BLDG 61/ BLDG 50](#)
 - Capacity: [Rooms –](#)
 - [Bldg 60 = 84](#)
 - [Bldg 61- 216](#)
 - [Bldg50 - 48](#)
 - Capacity factor (average percentage occupied)
 - [Bldg 60 – 99%](#)
 - [Bldg 61- 96%/](#)
 - [Bldg 50 – 63%.](#)
 - Age (or date of last comprehensive renovation) [Building 60 was built in 1986 no renovations have been made to it. Building 61 was built in 1995 no renovations have been made to it.](#)
 - Cost to the command
 - if on-base MILCON/renovation cost and FY
 - if off-base, lease costs (and, if applicable, any command shuttle costs)
 - if on-base, maintenance
 - if priced separately, utilities
 - other
6. What, if any, arrangements have been made for off-base housing for any military staff (e.g., temporary accommodations during barracks renovation)? [N/A](#)
 - If housing contracts exist, what are their particulars (e.g., term, cost)?
 - If NNMC has any long term contracts for off-base accommodations, will they be terminated before expected WRAMC move to Bethesda.
7. What, in general, have been problems with current unmarried, junior enlisted lodging (e.g., vandalism, commute time)? [Building Maintenance, Vandalism.](#)
8. Have any surveys been performed in the last four years on enlisted personnel lodging satisfaction? If so, please provide results. [See attached](#)
9. What considerations, if any, did BRAC document in regards to these two areas?

Attachment B***Housing Alternative Spreadsheet Responses*****WRAMC rating spreadsheet responses**

Attribute	On-base Barracks			On-base PPV		Off-base Command Paid		[add alternative]		Off-base Retail		Off-base PPV	
	Weight	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Good Personnel Security	5	10	50	10	50	3	15		0	0	0	5	25
Ability to Monitor Personnel	5	10	50	8	40	4	20		0	0	0	5	25
Stability (assured availability)	4	6	24	5	20	6	24		0	7	28	6	24
Cost to Government	3	10	30	10	30	5	15		0	0	0	3	9
Cost to Command	3	1	3	9	27	0	0		0	10	30	9	27
Proximity (commute)	4	10	40	10	40	0	0		0	0	0	0	0
Flexibility (adapt to staff changes)	2	0	0	0	0	5	10		0	10	20	5	10
Meets Service/Command Policy	3	5	15	8	24	9	27		0	10	30	9	27
Supportive Atmosphere	4	10	40	10	40	5	20		0	0	0	5	20
Access to Suitable Mess/Dining	3	10	30	10	30	5	15		0	5	15	5	15
Need for On-base Pparking	3	10	30	10	30	10	30		0	10	30	10	30
[add attribute]			0		0		0		0		0		0
[add attribute]			0		0		0		0		0		0
TOTAL			312		331		176		0		153		212

- CPT J. A. Chapman, WRAMC (8/19/05)

Navy rating spreadsheet responses

Attribute	On-base					Off-base		[add alternative]	Off-base				
	Barracks			PPV		Command Paid			Retail		PPV		
	Weight	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Good Personnel Security	5	7	35	7	35	0	0		0	6	30	2	10
Ability to Monitor Personnel	5	5	25	6	30	0	0		0	0	0	2	10
Stability (assured availability)	2	6	12	5	10	0	0		0	6	12	2	4
Cost to Government	3	6	18	6	18	0	0		0	5	15	2	6
Cost to Command	4	6	24	5	20	0	0		0	0	0	2	8
Proximity (commute)	5	6	30	6	30	0	0		0	5	25	2	10
Flexibility (adapt to staff)	3	6	18	2	6	0	0		0	6	18	2	6
Meets Service/Command	5	5	25	5	25	0	0		0	5	25	2	10
Supportive Atmosphere	5	6	30	5	25	0	0		0	4	20	2	10
Access to Suitable	5	5	25	2	10	0	0		0	6	30	5	25
Need for On-base Pparking	5	4	20	5	25	0	0		0	5	25	5	25
[add attribute]			0		0		0		0		0		0
[add attribute]			0		0		0		0		0		0
TOTAL			262		234		0		0		200		124

- J. A. Martinez, NNMC (8/19/05)

Attribute	On-base Barracks			On-base PPV		Off-base Command Paid		[add alternative]		Off-base Retail		Off-base PPV	
	Weight	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Good Personnel Security	5	9	45	10	50	5	25		0	5	25	5	25
Ability to Monitor Personnel	3	8	24	8	24	4	12		0	2	6	6	18
Stability (assured availability)	2	8	16	8	16	5	10		0	2	4	5	10
Cost to Government	5	8	40	8	40	6	30		0	10	50	6	30
Cost to Command	5	8	40	8	40	6	30		0	10	50	10	50
Proximity (commute)	3	10	30	10	30	5	15		0	3	9	5	15
Flexibility (adapt to staff changes)	3	6	18	5	15	4	12		0	6	18	6	18
Meets Service/Command Policy	4	8	32	8	32	6	24		0	6	24	8	32
Supportive Atmosphere	2	8	16	8	16	5	10		0	5	10	8	16
Access to Suitable Mess/Dining	2	8	16	8	16	2	4		0	1	2	1	2
Need for On-base Pparking	4	7	28	7	28	8	32		0	5	20	5	20
[add attribute]			0		0		0		0		0		0
[add attribute]			0		0		0		0		0		0
TOTAL			305		307		204		0		218		236

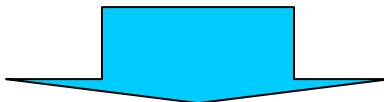
Carrie Blazek, Naval District Washington (8/19/05)

Attribute	On-base Barracks			On-base PPV		Off-base Command Paid		[add alternative]		Off-base Retail		Off-base PPV	
	Weight	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Good Personnel Security	5	8	40	8	40	6	30		0	5	25	6	30
Ability to Monitor Personnel	3	8	24	8	24	5	15		0	0	0	5	15
Stability (assured availability)	2	10	20	10	20	8	16		0	0	0	8	16
Cost to Government	3	0	0	5	15	5	15		0	10	30	8	24
Cost to Command	3	10	30	10	30	3	9		0	10	30	10	30
Proximity (commute)	4	5	20	5	20	5	20		0	5	20	5	20
Flexibility (adapt to staff changes)	3	7	21	7	21	7	21		0	8	24	7	21
Meets Service/Command Policy	5	10	50	10	50	8	40		0	5	25	8	40
Supportive Atmosphere	3	10	30	10	30	8	24		0	0	0	5	15
Access to Suitable Mess/Dining	2	5	10	5	10	5	10		0	5	10	5	10
Need for On-base Pparking	2	5	10	5	10	5	10		0	5	10	5	10
[add attribute]			0		0		0		0		0		0
[add attribute]			0		0		0		0		0		0
TOTAL			255		270		210		0		174		231

- J. Rauckhorst, Naval District Washington (8/19/05)

Attribute	On-base Barracks			On-base PPV		Off-base Command Paid		[add alternative]		Off-base Retail		Off-base PPV	
	Weight	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Good Personnel Security	5	10	50	9	45	8	40		0	3	15	6	30
Ability to Monitor Personnel	3	7	21	5	15	6	18		0	3	9	5	15
Stability (assured availability)	4	7	28	5	20	7	28		0	7	28	5	20
Cost to Government	0	0	0	0	0	0	0		0	0	0	0	0
Cost to Command	0	0	0	0	0	0	0		0	0	0	0	0
Proximity (commute)	5	10	50	10	50	3	15		0	1	5	4	20
Flexibility (adapt to staff changes)	3	7	21	6	18	6	18		0	0	0	5	15
Meets Service/Command Policy	4	7	28	7	28	6	24		0	0	0	6	24
Supportive Atmosphere	3	8	24	8	24	7	21		0	0	0	6	18
Access to Suitable Mess/Dining	3	6	18	5	15	7	21		0	7	21	7	21
Need for On-base Pparking	5	8	40	8	40	0	0		0	0	0	0	0
[add attribute]			0		0		0		0		0		0
[add attribute]			0		0		0		0		0		0
TOTAL			280		255		185		0		78		163

OS2 J. White, Naval District Washington (8/19/05)



Comparison of weights and ratings provided by WRAMC and NNMC responders

Attribute	On-base Barracks		On-base PPV	Off-base Command Paid	Off-base Retail	Off-base PPV	Average Rating Difference
	Weight	Rating	Rating	Rating	Rating	Rating	
Good personnel security	0.0	1.5	1.5	-1.8	-4.8	0.3	-0.7
Good ability to monitor personnel	1.5	3.0	1.3	0.3	-1.3	0.5	0.8
High stability	1.5	-1.8	-2.0	1.0	3.3	1.0	0.3
Low cost to government	0.3	6.5	5.3	2.3	-6.3	-1.0	1.4
Low cost to command	0.0	-5.0	3.3	-2.3	5.0	3.5	0.9
Close proximity (i.e., commute)	-0.3	2.3	2.3	-3.3	-3.5	-4.0	-1.3
Good flexibility	-1.0	-6.5	-5.0	0.8	5.0	0.0	-1.2
Meets service/command policy	-1.5	-2.5	0.5	4.0	6.0	3.0	2.2
Good social atmosphere	0.8	2.0	2.3	0.0	-2.3	-0.3	0.4
Good access to mess/dining facilities	0.0	4.0	5.0	1.5	0.3	0.5	2.3
Reduced need for on-base parking	-1.0	4.0	3.8	6.8	6.3	6.3	5.4
TOTAL	0.0	0.7	1.6	0.8	0.7	0.9	

Weight and rating entries are single WRAMC responder's values minus the average of the four NNMC values. Therefore, a positive value indicates WRAMC ranked the item higher and a negative value means NNMC ranked it higher. Note: Off-base Command Paid was rated 0.0 down all attributes by one NNMC responder.

Attachment C

Outpatient Lodging Data Questions

From R. Fitzgerald 1LT, WRAMC, 2 Aug 05

Outpatient lodging at Walter Reed Army Medical Center

2. What are the policies (e.g., must live on base and within a certain distance) applicable to transient patient housing?
 - Implemented by the Army?
 - None: WRAMC is on the worldwide list as installations that have no official lodging available. Because of this, Soldiers traveling on official business (TDY) are not required to stay on post.
 - Implemented by the command?
 - The Commander can make the determination that a patient for his/her own welfare must stay on post.
3. What has been the average (and peak) transient patient population requiring command housing [data preferred for last three years]?
 - We have operated at an annual average occupancy of 85% from 1997 (when we opened) to the beginning of hostilities in Iraq and Afghanistan. Since then, we have been operating at an annual occupancy in excess of 95%. Before hostilities our busy season was from May through September; our shoulder seasons were October through the middle of November and the Middle of January until the end of April. Our only down season was the month of December (average occupancy decreased to 60%). Since the start of hostilities we do not have a down time we are always at or near capacity.
 - Identify groups with special needs (e.g., wheelchair access) and average population.
 - We do not keep those statistics, but have 100 out of 285 rooms that are handicapped accessible

How many patients have families; what is the average patient family population that needs accommodations?

We do not keep those specific statistics either. The majority of the families have a tendency to come in the summer months due to school vacations.

 - Is there any waiting list to get into government accommodations?
 - We do not have a waiting list for the hotel but refer people to area hotels. I would venture to say that during normal operations we refer anywhere from 5-10 people to local area hotels per night during our peak season
4. What transient patient lodging options are currently available and, for each, what is its

Mologne House Hotel

- Location: Building 20
- Capacity 199 rooms with private bath
- Capacity factor: 88% during normal operations, 99% since hostilities began
- Age: Built in 1997. We also have an aggressive renovation program to keep the facilities in pristine condition.
- Cost to the command: Operation and refurbishment for all lodging facilities are paid for with non-appropriated funds.
 - if on-base MILCON/renovation cost and FY
 - if off-base, lease costs (and, if applicable, any command shuttle costs)
 - if on-base, maintenance
 - if priced separately, utilities
 - other

The Walter Reed Guest House

- Location: Building 17
- Capacity: 32 Rooms
 - 9 with private bath
 - 16 with a shared bath
 - 7 with a community bath
- Capacity factor (average percentage occupied): 80% during normal operations and 95% since hostilities began.
- Age (or date of last comprehensive renovation): Built in 1928. Renovated in 1990 and 2001.
- Cost to the command: Operation and refurbishment for all lodging facilities are paid for with non-appropriated funds.
 - if on-base MILCON/renovation cost and FY
 - if off-base, lease costs (and, if applicable, any command shuttle costs)
 - if on-base, maintenance
 - if priced separately, utilities
 - other

The Inn at Delano Hall

- Location: Building 11
- Capacity: 52 Rooms
 - 6 rooms with a private bath
 - 46 rooms with a shared bath
- Capacity factor (average percentage occupied): 80% during normal operations and 95% since hostilities began.
- Age (or date of last comprehensive renovation): Built in the 1930's (?) Phase I (33 Rooms) renovated in 2003 and Phase II (19 rooms) currently under renovation.
- Cost to the command: Operation and refurbishment for all lodging facilities are paid for with non-appropriated funds.
 - if on-base MILCON/renovation cost and FY
 - if off-base, lease costs (and, if applicable, any command shuttle costs)

- if on-base, maintenance
 - if priced separately, utilities
 - other
- Special facilities (e.g., on-duty attendants, staffed kitchens, medical services) The Mologne House Hotel (building 20) has a restaurant and small lounge
 - Transportation services for patients between the hospital and lodging. We offer a shuttle service 7 days a week 365 days a year between the lodging operations and the hospital. On weekends we also make scheduled runs to the Tacoma Park Metro Station.
4. What, if any, arrangements have been made for off-base patient/family lodging? We have informal agreements with local are hotels for overflow.
- If housing contracts exist, what are their particulars (e.g., term, cost)? None
 - If WRAMC has any long term contracts for off-base accommodations, will they be terminated before expected consolidation?
 - Transportation services for patients between the hospital and lodging.
- 5. What, in general, has been problems with current transient patient lodging (e.g., availability, cost, facilities, commute time)?**
- Availability of housing for patients who are OIF/OEF are provided on post through the Mologne House (non-appropriated funds) and off-post (appropriated funding through GWOT) through Summit Hills Apartments. There is no cost associated for patients who are OIF/OEF residing in both Mologne House and Summit Hills apartments. Commute time is only a factor for Summit Hills residents because it is an off-post location. Shuttles between WRAMC and Summit Hills run daily every hour.
6. Have any surveys been performed in the last four years on transient patient lodging satisfaction? If so, please provide results. We have comment cards in the rooms. Our average score is 4.5 in a range of 1 to 5 with 5 being highly favorable.
7. What considerations, if any, did BRAC document in regards outpatient housing? Absolutely none.

From CSC(SW) J. E. Rauckhorst, Naval District Washington, 1 Aug 05

Outpatient lodging at National Naval Medical Center

1. What are the policies (e.g., must live on base and within a certain distance) applicable to transient patient housing?
 - Implemented by the Navy? [OPNAVINST 11103.4B](#)
 - Implemented by the command? [NNMCINST 11103.4B](#)
2. What has been the average (and peak) transient patient population requiring command housing [data preferred for last three years]? [94%](#)
 - Identify groups with special needs (e.g., wheelchair access) and average population.

- Wheel Chair – 5%
 - Cane or Crutches – 20%
 - Elderly – 40%
 - How many patients have families; what is the average patient family population that needs accommodations? 50%
 - Is there any waiting list to get into government accommodations?
3. What transient patient lodging options are currently available and, for each, what is its
- Location Visiting Quarters Bldg 60
 - Capacity; 79 regular rooms and 1 suite
 - Capacity factor (average percentage occupied) 94%
 - Age (or date of last comprehensive renovation) 2004 Renovation, none Paid with NAF funding.
 - Cost to the command
 - if on-base MILCON/renovation cost and FY
 - if off-base, lease costs (and, if applicable, any command shuttle costs)
 - if on-base, maintenance
 - if priced separately, utilities
 - other
 - Special facilities (e.g., on-duty attendants, staffed kitchens, medical services)
 - 24 hour reservation / front desk staff
 - Transportation services for patients between the hospital and lodging. We have an On base shuttle up to 2000.
4. What, if any, arrangements have been made for off-base patient/family lodging? We have 2 Fisher houses and a Navy Lodge on base.
- If housing contracts exist, what are their particulars (e.g., term, cost)?
 - If NNMC has any long term contracts for off-base accommodations, will they be terminated before expected consolidation?
 - Transportation services for patients between the hospital and lodging.
5. What, in general, have been problems with current transient patient lodging (e.g., availability, cost, facilities, commute time)? Facilities, High Occupancy rates.
6. Have any surveys been performed in the last four years on transient patient lodging satisfaction? If so, please provide results. Above average Staff, Below average Facilities. See attached.
7. What considerations, if any, did BRAC document in regards outpatient housing?